

The Loyalist Team



*Everyone deserves
a great team.*

Report prepared for

Demo 176

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the **TrispectiveGroup**[®]

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01 •

Section One

About Your Report

The results of this assessment will help your team become a Loyalist Team. This report shows you where your team stands from Saboteur to Loyalist and explains what you need to do to become (or stay) a Loyalist Team. Specifically, it will:



Diagnose your team type so you know where you are on your Loyalist Team journey.



Highlight your team's strengths and challenges so you know exactly where to take action.



Provide you with recommended next steps.



What the 1D Assessment Measures

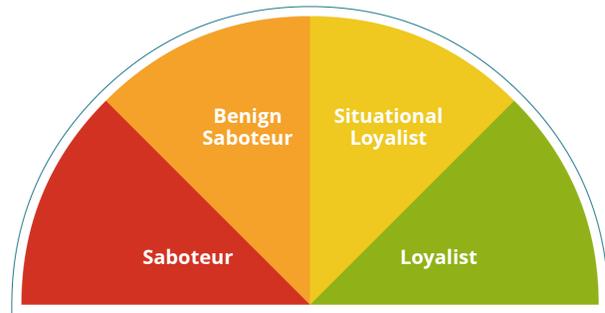
The 1D Assessment measures five critical categories of your team's performance:

Team and Team Leader Perceptions

Team Brand	Mindset	Relationships	Operations	Team Leader
Quality Results	Open to Team Influence	Collaboration	Team Priorities and Alignment	Expectations and Accountability
Overall Team Rating	Adaptability	Team Commitment	Meetings	Commitment
		Trust	Problem Solving	Impact & Influence
		Accountability		Open and Supportive Climate
		Conflict		Communication

Understanding the Four Team Types

The Loyalist Team Model defines four team types based on a team's common mindsets, behaviors, and results. Each team type comes with predictable strengths and challenges. The goal for every team is to become and remain a Loyalist Team. Loyalist Teams empower team members to do their very best work and stay focused on their shared goals. The Loyalist Team Assessment is a rigorously researched tool that diagnoses your team's type and tells you exactly where you are on your Loyalist Team journey.



Saboteur Teams

Teammates spend as much time watching their back as doing their work.

Suspicion and mistrust underlie every interaction; everyone seems to have a personal agenda.

Teammates avoid working with each other and everyone hates team meetings.

Teammates believe others want them to fail.

Teammates gossip about one another and there are destructive cliques and factions.

Bad behavior and poor performance are left unchecked.



Benign Saboteur Teams

A "keep-your-head-down" mentality; teammates do their work and don't rock the boat, even if they need to provide critical feedback.

Teammates just want to be left alone to do their work.

Team meetings are dull – people go through the motions with no real collaboration or productive conflict.

Teammates don't feel safe showing uncertainty or lack of confidence.

It feels more like a group of people who happen to work together rather than a real team.



Situational Loyalist Teams

Teammates have strong and trusting relationships with several team members, but not all of them.

Teammates are willing to help and collaborate when asked.

Teammates often meet others halfway.

The team relies heavily on the leader for decision-making, conflict resolution, and feedback.

The fear of discomfort or harming a relationship keeps teammates from having hard conversations.

When things get tough, teammates can't necessarily count on others to have their back.



Loyalist Teams

Teammates trust each other implicitly; they have each other's backs, even when they disagree.

Teammates assume positive intent.

Teammates talk to each other, not *about* each other.

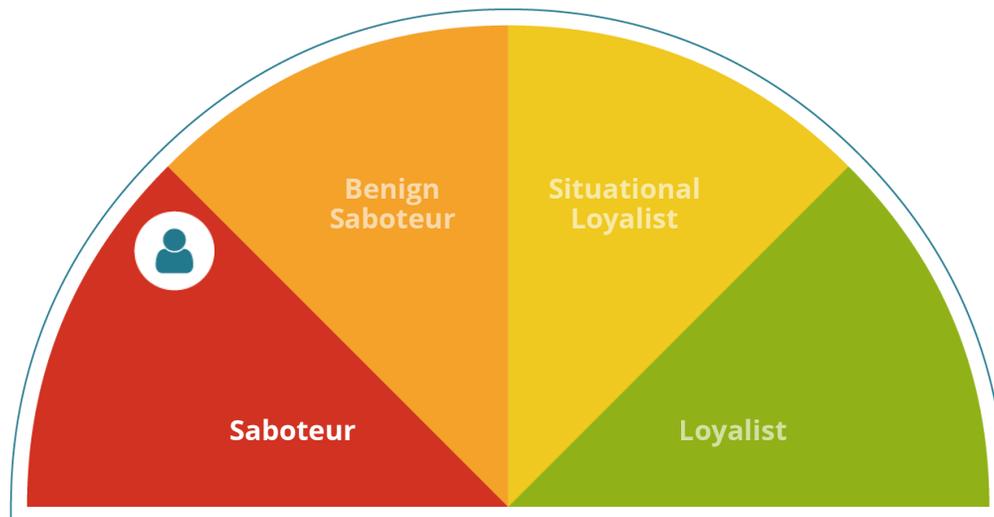
Teammates hold each other accountable; poor performance isn't tolerated.

The team supports you, even when you make mistakes.

Teammates have fun and generally enjoy coming to work.

Your Team's Dashboard

Your team scored as a **Saboteur Team**

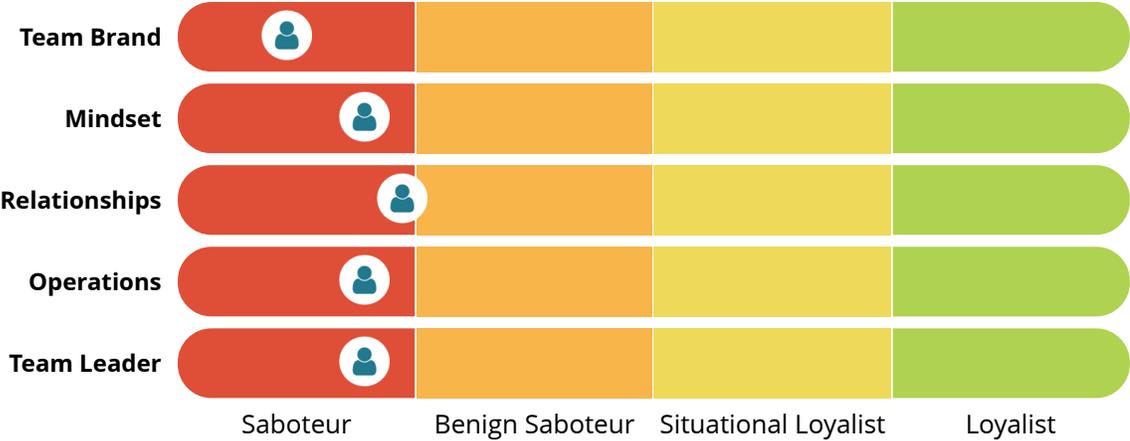


This is bad news. Your team is engaging in destructive habits and is likely destroying value for your team and the business. This could lead to failure for the team and team members. As a Saboteur Team, your team is likely to:

- Undermine each other or throw others "under the bus"
- Finger point and blame others
- Make plays behind the scenes
- Actively sabotage each other and promote win-lose thinking
- Assume the worst of each other
- Experience high levels of distrust
- Engage in negative, destructive conflict and infighting
- Put individual agenda above team goals
- Have poor morale and high turnover

Your challenge now is to stop the toxic behavior, rebuild trust, deal with underperformers, and put ground rules in place to improve performance and behavior.

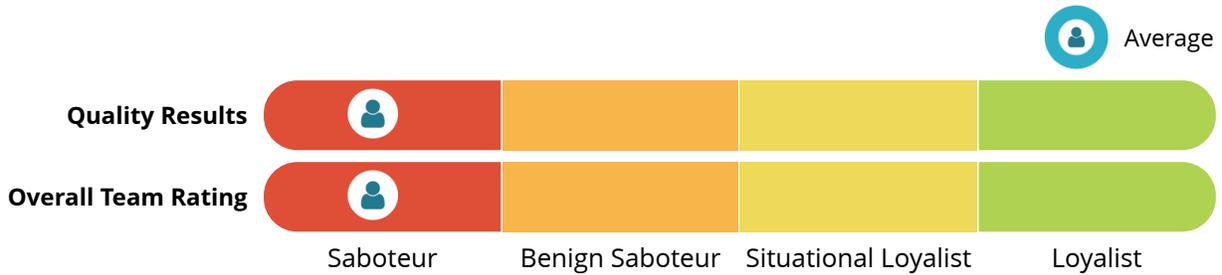
Your Team's Results by Subcategory



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Section Four

Your Team's Brand Scores



Definitions

Team Brand, or your team's reputation, is important because it influences how much support and good will you have earned with your key stakeholders.

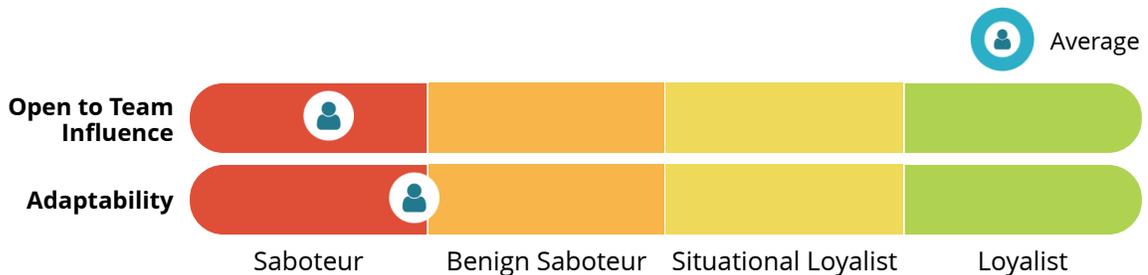
Quality Results: Your team's view on the overall quality and timeliness of the outcomes they deliver internally.

Overall Team Rating: Your team's view on how they rate as a team compared to all other teams they have been on.

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Section Five

Your Team's Mindset Scores



Definitions

"Mindset" captures your team's beliefs about two important aspects of teamwork. Your team's mindset matters because shared beliefs influence how team members engage and behave with each other.

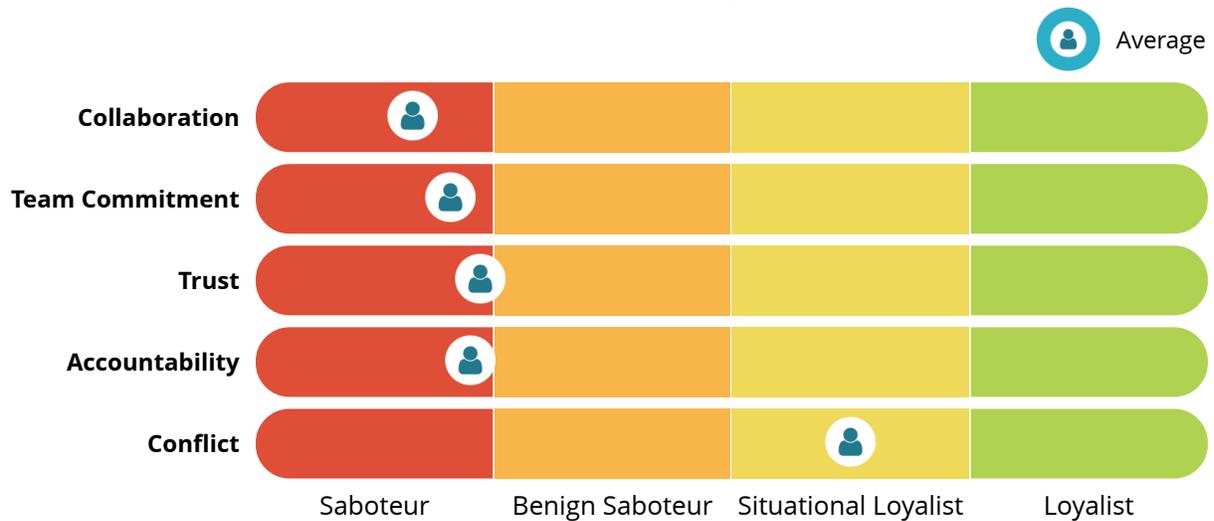
Open to Team Influence: Your team's view on how willing they are to be positively influenced by other team members, including:

- Team members' impact on individual and team success
- Team members' impact on individual and team positions and beliefs

Adaptability: Your team's view on their ability to be flexible, adaptive, and innovative to changing demands, including:

- Prioritizing innovative thinking
- Adapting to change and challenging the status quo

Your Team's Relationship Scores



Definitions

Data captured from research on teams shows that team relationships account for 70% of the difference between team types! Therefore, focusing on your team's relationships is a great use of time.

Collaboration: Your team's view of how well they cooperate and work together to produce results, including:

- Seeking input
- Actively engaging in others' work

Team Commitment: Your team's view of how well they commit to the team goals over individual self-interests, including:

- Demonstrating commitment to each other's success
- Valuing team success over individual self-interest

Trust: Your team's view of how well they build and maintain trust and how well the team trusts each other's intentions even when they disagree, including:

- Actively building trust
- Asking for help from each other and showing vulnerability
- Assuming positive intent even when there are disagreements

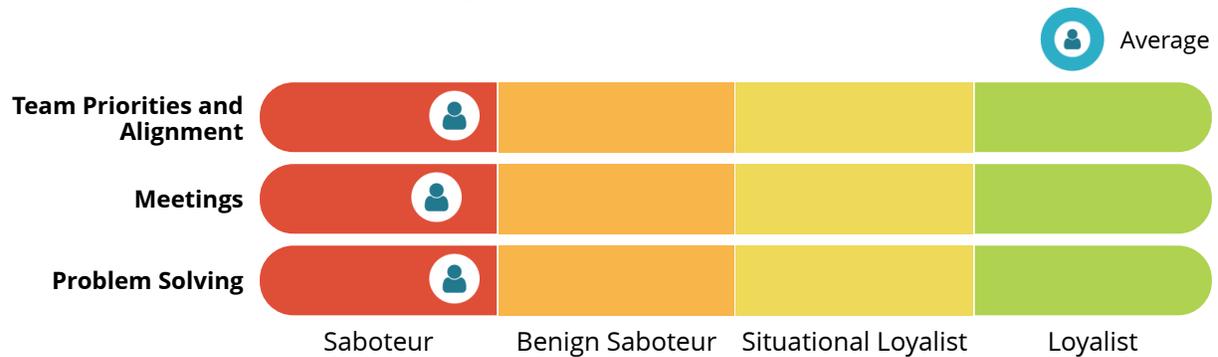
Accountability: Your team's view of how well they follow through and hold each other to commitments, including:

- Setting clear expectations of behavior and performance
- Addressing bad behavior
- Holding one another to high standards

Conflict: Your team's view of how well they resolve interpersonal challenges and disagreements, including:

- Giving each other open and honest feedback
- Openly addressing conflict productively, i.e., not having "undiscussibles"
- Dealing with conflict directly versus gossip, finger pointing and blaming

Your Team's Operations Scores



Definitions

Operations captures three key dimensions of how your team works together to set priorities, make decisions, and solve problems together.

Team Priorities and Alignment: How your team views the level of clarity and alignment of tasks, roles, goals and priorities, including:

- Having well defined and understood goals and priorities
- Having well defined roles and responsibilities
- Aligning tasks to goals and priorities
- Availability of needed information to complete work

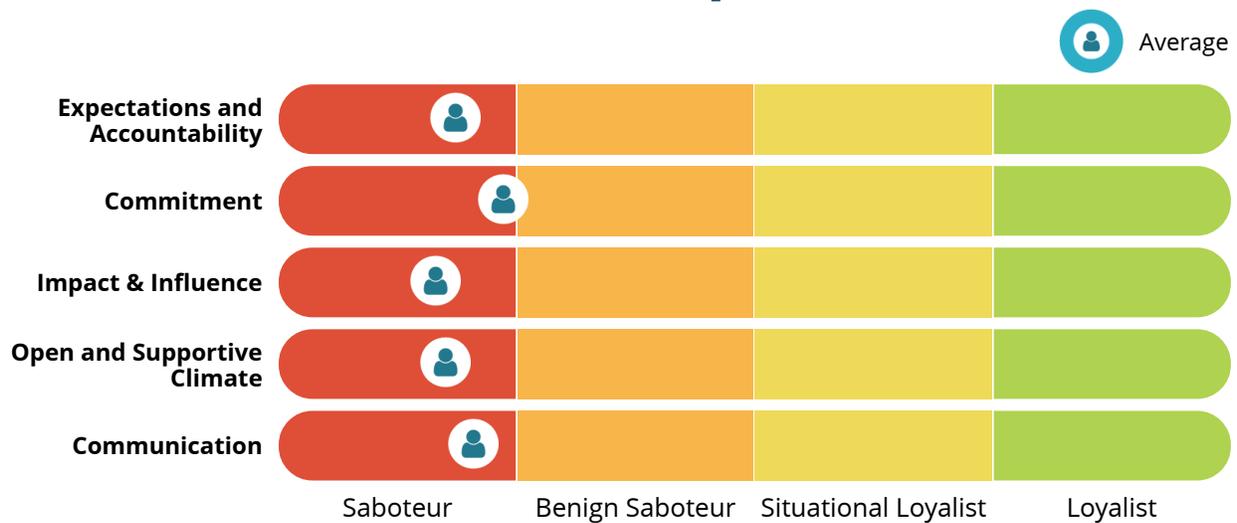
Meetings: How your team views the effectiveness and quality of team meetings, including meetings that are:

- Well planned and structured
- A good use of team time
- Used effectively to share information and create alignment

Problem Solving: Your team's view of how well they work through challenges together to make decisions and resolve issues that impact them, including:

- Open problem-solving discussions in which all team members can contribute
- Effective decision-making and implementation following problem-solving

Your Team's Leadership Scores



Definitions

This category looks at the team leader's impact on the team. The leader carries much of the responsibility for creating a high-performing team and creating a Loyalist Team dynamic.

Expectations and Accountability: Your team's view of how well your leader sets a compelling vision and clear expectations – and holds team members accountable, including:

- Setting clear expectations for performance and results
- Creating a compelling view of the future
- Holding all team members accountable for high standards of behavior

Commitment: Your team's view of the leader's commitment to the team and to self-improvement, including:

- Fully committing to driving team success
- Asking for feedback for self-improvement

Impact & Influence: Your team's view on the leader's ability to manage stakeholders and navigate company politics, including:

- Securing needed resources
- Effectively managing stakeholder relationships and expectations
- Building strong personal reputation

Open and Supportive Climate: Your team's view on how well the leader creates a climate of risk-taking, learning, open debate and respect, including:

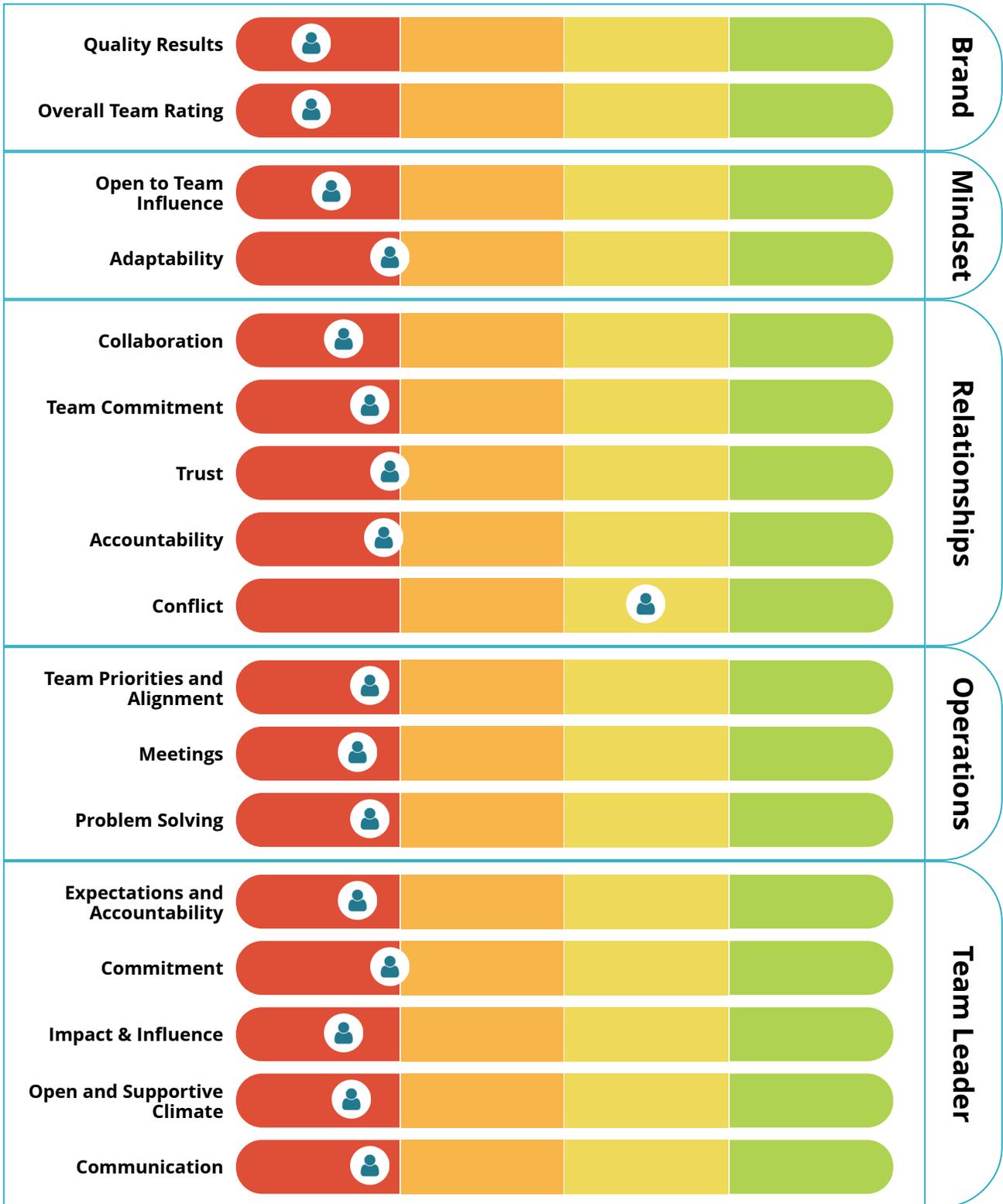
- Encouraging debate and dissent
- Creating a climate of risk taking and learning from mistakes
- Ensuring every team member feels valued and respected

Communication: Your team's view on how well and transparently the leader communicates information the team needs to succeed, including:

- Communicating important information in a timely way
- Transparently sharing information on team issues and decisions

Summary of Team Scores

 Average



Summary of Your Team's Strengths and Challenges

The chart below gives a summary of your team's strengths and challenges organized by category.

Team Brand	Quality Results (from Team)			
	Overall Team Rating (from Team)			
Mindset	Open to Team Influence			
	Adaptability			
Relationships	Collaboration		Conflict	
	Team Commitment			
	Trust Accountability			
Operations	Team Priorities and Alignment			
	Meetings			
	Problem Solving			
Team Leader	Expectations and Accountability			
	Commitment			
	Impact & Influence			
	Open and Supportive Climate			
	Communication			
	Saboteur	Benign Saboteur	Situational Loyalist	Loyalist

Recommended Actions

This section highlights the team's five lowest scores. These recommendations will help the team define actions and next steps for improving the team's performance.



Actions to Take

Quality Results (from Team)

If your team rates your results low, it indicates that they don't believe the team is consistently delivering timely, high-quality results.

- Ensure clarity on team goals and metrics
- Meet with your team to identify the key barriers getting in the way of results.
- Ensure you're setting standards of performance on your team and holding team members accountable

Overall Team Rating (from Team)

If the overall rating from the team is low, it indicates that team members don't believe they are part of a strong, high-performing team. Since this is a summary rating, you must look at other low scores to prioritize the appropriate actions to improve this rating.

Open to Team Influence

If your Team Influence scores are low, team members may feel they can't depend on each other for help, support, and feedback. Low scores may mean the team is more individually than team focused, or team members don't view themselves or act as a true team. The team members may see themselves more as a group of individuals reporting to the same manager. They may also believe they are unable to influence others or there are silos and a "you stay in your area, I'll stay in mine" mentality on the team.

- Assess the team's interactions. Do they work towards shared goals? Do they support one another? Do they challenge one another? Are team members allowed to act too independently? If so, start by creating shared team goals and prioritizing team goals over individual goals.
- Engage the team in a conversation about working together, rather than as "siloes" individuals, and discuss ways team members impact one another's success. Clarify expectations about supporting individual and team goals.

Collaboration

If your team scored low in Collaboration, team members aren't actively or effectively engaged in each other's work. They believe their teammates aren't asking for enough input before taking action or making decisions. There needs to be a greater emphasis on working together to produce results.

- Create opportunities for team members to work with each other on team-based goals and priorities.
- Use team meetings for each team member to present a current challenge and ask other team members to provide input.
- Ensure all team members understand when they should make decisions on their own, when they should ask for input, and when they should make decisions collectively.
- Monitor interactions at team meetings. Ensure there is opportunity for each person to contribute and everyone's opinion to be heard.

Impact & Influence

If your team scored you low on Influence and Impact, your team is concerned about your leadership reputation and ability to positively influence others in the organization. They may believe you're signing the team up for results they cannot achieve or you're not effective at negotiating resources or support for them. Team members may also feel you need to build a better reputation for yourself and the team with the rest of the organization.

- Make sure you include the team in determining deliverables and timelines for key stakeholders. Talk with the team about balancing needed resources with budget constraints.
- Work on building stronger personal stakeholder relationships across the organization.
- Support and recognize your team publicly. Help to build a positive view of your team's work across the organization.